Annual Report 1961

Canada Iron

Foundries, Limited

Canada Iron

FOUNDRIES, LIMITED

HEAD OFFICE: 921 SUN LIFE BUILDING, MONTREAL, P. Q.

Directors

D. W. Ambridge, C.B.E.,

President,

Abitibi Power & Paper Co. Ltd., Toronto, Ont.

C. W. Carry,

Vice-President,

Canada Iron Foundries, Limited, Edmonton, Alta.

Ross Clarkson,*

Chairman of the Board,

The Royal Trust Company, Montreal, P.Q.

C. L. Gundy,

President,

Wood, Gundy & Co. Ltd., Toronto, Ont.

Sidney Hogg,

Vice-President,

Canada Iron Foundries, Limited,

Vancouver, B.C.

J. G. Kirkpatrick,

Partner,

Howard, Cate, Ogilvie, Bishop, Cope, Porteous

& Hansard, Montreal, P.Q.

H. J. Lang,*

President.

Canada Iron Foundries, Limited, Montreal, P.Q.

M. W. Mackenzie,

President,

Chemcell Limited, Montreal, P.Q.

A. D. McCall,*

President,

Drummond, McCall & Co. Ltd., Lachine, P.Q.

H. E. McKeen,*

Vice-President,

Canada Iron Foundries, Limited, Montreal, P.Q.

D. I. McLeod,

McLeod, Young, Weir & Co. Ltd., Toronto, Ont.

T. F. Rahilly,*

Chairman of the Board,

Canada Iron Foundries, Limited, Toronto, Ont.

F. A. Sherman,*

Chairman of the Board,

Dominion Foundries & Steel Ltd., Hamilton, Ont.

Registrar

The Royal Trust Company,

Montreal, Toronto, Halifax, Winnipeg, Vancouver.

Transfer Agent

Montreal Trust Company,

Montreal, Toronto, Halifax, Winnipeg, Vancouver.

^{*}members of the Executive Committee

H/1962

Officers

T. F. Rahilly, Chairman of the Board

Ross Clarkson, Vice-President

R. K. Carty, Vice-President Finance, & Treasurer H. J. Lang, President

H. E. McKeen, Vice-President

J. E. Rehder, Vice-President, Technology

W. D. Moncur, Secretary

R. J. Bailie, Vice-President & General Manager, Tamper Division

C. W. Carry, Vice-President, Western Bridge Division

P. M. Draper, Vice-President & General Manager, Pressure Pipe Division

H. Glenn,President,Railway & Power Engineering Corporation, Limited

E. L. Hartley,
Vice-President & General Manager,
Dominion Structural Steel Division
S. Hogg,
Vice-President & General Manager,
Western Bridge Division
D. J. LaFontaine,
Vice-President & General Manager,
Mechanical Division
R. Lyle,
Vice-President & General Manager,
Municipal Products Division

G. D. Turnbull, Vice-President & General Manager, Foundry Division

Directors' Report to the Shareholders



Sales

Although the market for capital goods declined during the greater part of the year, your company retained a reasonable share of the available business in 1961.

This was accomplished in the face of very aggressive efforts by other manufacturers to increase sales volume, the result of which was a further general weakening of selling prices of many products.

The total value of sales of \$100,801,000 was substantially the same as in the previous year but 4.6% below the record volume of \$105,712,000 attained in 1959.

However, as you would expect, the degree of activity in the seven manufacturing Divisions varied from the previous year because of the diversity of the company's product lines. A reduction in the shipments of iron foundry products was again attributable to the decrease in demand for cast iron railway car wheels, but these lower sales of the Foundry Division were somewhat offset by an increase in the tonnage of fabricated structural steel and by improved sales of railway track maintenance equipment. All other Divisions operated at a satisfactory rate.

Earnings

Earnings were equivalent to \$2.43 per common share, after deducting dividends paid on preferred shares from a consolidated net profit of \$2,152,187. Corresponding figures for 1960 were \$1,736,264 and \$1.92 on the same number of issued shares.

You will see from the accompanying financial statements that the provision for income taxes for the year was reduced on application of the balance of a previous year's loss carry forward of a subsidiary company. This was a major contribution to the improvement in reported net earnings for the year. But in spite of the progress made in operating economies, severe pressure was exerted on earnings because increased wage rates, and many other rising costs, were not accompanied by an improvement in prices of finished products. Nevertheless, your company is dedicated to finding further cost reductions which will allow a profit at the depressed level of selling prices.

Regular dividends totalling \$181,709 were paid to the owners of the 4½% preferred stock; and our quarterly dividends of 25¢ per share, totalling \$809,874 were distributed to the common shareholders.

Financial Position

At December 31, 1961 bank loans (less cash balances) and funded debt totalled \$22,534,023 — a decrease of \$8,204,218 over the last two years. In 1960 the major portion of the \$4,830,369 reduction was mainly in bank loans. In 1961 the debt structure was simplified to permit an orderly merging of the Canada Iron Companies.

The reduction of \$3,373,849 included an early redemption of Western Bridge serial debentures, the scheduled redemption of Canada Iron sinking fund debentures and a further decrease of \$1,579,349 in net bank indebtedness. In addition, all the 5% preferred shares of Dominion Structural

Steel Limited were retired. Although a large reduction in the company's funded debt was achieved, working capital remained relatively unchanged at \$17,561,688.

Fixed Assets Added

There was no urgent need for the expansion of existing facilities because surplus capacity existed in a number of the plants which could not be absorbed except with a pick-up in business activity. Expenditures for modernization and replacement of plant and equipment for the more profitable products amounted to \$1,991,072 while operations were charged with \$2,613,399 depreciation. At year end there were no major projects outstanding and only a small balance of authorized expenditures for completion in 1962.

Changes in Corporate Structure

Major changes in the organizational structure of the Canada Iron Companies were made during 1961. All of the whollyowned Subsidiaries were merged with the parent company. By this consolidation and re-arrangement of operations, seven manufacturing Divisions were created, each under the direction of a Vice-President & General Manager, but the sales agency companies retained their separate corporate identities for marketing purposes.

The many diversified operations of the company have been closely integrated and co-ordinated to achieve efficient use of facilities, as a means of overcoming complications arising from numerous acquisitions in recent years. The new corporate structure has already made a tangible contribution to an improvement in net earnings, and we anticipate that better utilization of abilities and skills will improve the control of operations. Over a period of time, the centralization of services will afford an opportunity to minimize expenses.

All these organizational changes were accompanied by a high degree of co-operation displaying and enhancing a spirit of loyalty which has been a valuable tradition in all the Canada Iron Companies.

Board of Directors

Prior to the previous Annual Meeting, Mr. J. M. Pritchard expressed his intention to retire, and requested that his name not be submitted for re-election as a member of the Board of Directors. The Directors record their appreciation for Mr. Pritchard's valuable contribution to the company during ten years of service as a Director. Elected to fill his vacancy was Mr. M. W. Mackenzie, who is President of Chemcell Limited, and a Director of several other prominent companies.

At a meeting of the Board of Directors held on Febuary 27,

1962, a by-law, which will be presented for ratification at the Special General Meeting of Shareholders on April 26, 1962, was enacted to increase the number of Directors to fourteen.

Personnel

The number of employees who operated your company's nineteen manufacturing plants, and sales offices from coast to coast in Canada, totalled 4,670 in 1961. By locations, the average number employed were: Maritimes, 90; Quebec, 2,600; Ontario, 1,350; Western Canada, 630. The total of 4,670 compares with 5,172 a year ago and an average of 5,150 in the previous five years. Accident prevention and working conditions continued to receive special attention.

Your Directors here record their appreciation and express their thanks for the efficient services and co-operation given by the supervision and employees of the company and its subsidiaries during the year; and we also record our thanks to those who maintained a high standard of labor-management relationship.

Future Outlook

While our efforts to reduce costs and to eliminate non-profitable items have produced a trend towards improved earnings in the last two years, we plan to re-emphasize intelligent planning and selection of profitable products, compatible with existing facilities and available skills. Research and Product Development is being vigorously pursued to extend the use of the company's products in competition with substitute materials. We have reason for feeling confident that, with increasing sales efforts in export markets, your company's further progress in foreign trade will be made.

There are now some encouraging aspects of future business and it appears that the sales volume of the last two years will be maintained in the current year. In this respect, for instance, it is estimated that the total tonnage of structural steel fabricated will be at about the same level as in 1961 and that sales of railway track maintenance equipment, electric motors and concrete products will be greater than last year.

In addition, foundry operations will be aided by an order, already received, for cast iron tunnel liners to be used in the extension to the Toronto subway; and a number of large orders for processing equipment in the pulp and paper and steel industries are in production.

In conclusion, we are pleased to point out that results of operations and the backlog of orders to date in 1962 are at least as good as anticipated at the beginning of the year.

On behalf of the Board,

Montreal, March 28th, 1962

President

Financial Review

	1961	1960	1959	1958
Sales	\$100,801,000	\$101,346,000	\$105,712,000	\$ 88,255,00
Income Taxes	\$ 1,235,000	\$ 1,724,587	\$ 1,790,140	\$ 2,226,63
Net Earnings	\$ 2,152,187	\$ 1,736,264	\$ 463,635	\$ 2,454,98
Dividends on Preferred Shares	\$ 181,709	\$ 181,709	\$ 187,108	\$ 205,30
Dividends on Common Shares	\$ 809,874	\$ 911,108	\$ 1,209,089	\$ 1,136,60
Earnings per Common Share	\$2.43	\$1.92	\$0.34	\$2.84
Dividends per Common Share	\$1.00	\$1.12½	\$1.50	\$1.50
Working Capital	\$ 17,561,688	\$ 17,583,989	\$ 16,996,670	\$ 21,156,92
Capital Expenditures	\$ 1,991,072	\$ 1,417,626	\$ 4,690,931	\$ 2,284,31
Depreciation	\$ 2,613,399	\$ 2,266,468	\$ 2,319,885	\$ 2,288,49
Number of Employees	4,670	5,172	5,421	5,04
Number of Common Shareholders	5,327	4,850	4,712	4,72
Common Shares Outstanding	809,874	809,874	809,874	793,21
Book Value per Common Share	\$28.20	\$26.76	\$25.97	\$26.91

1957	1956	1955	1954	1953	1952
\$ 85,277,000	\$ 86,766,000	\$ 67,487,000	\$ 58,976,000	\$ 52,651,000	\$ 54,662,000
\$ 2,302,475	\$ 3,793,800	\$ 2,187,000	\$ 2,320,000	\$ 1,526,750	\$ 2,006,000
\$ 2,484,188	\$ 4,383,919	\$ 2,593,554	\$ 2,359,752	\$ 1,645,363	\$ 1,751,655
\$ 207,236	\$ 159,375	—	—	—	—
\$ 1,079,500	\$ 1,056,994	\$ 890,938	\$ 708,903	\$ 579,330	\$ 553,530
\$ 3.15	\$5.94	\$3.71	\$3.38	\$3.41	\$3.63
\$ 1.50	\$1.50	\$1.27½	\$1.20	\$1.20	\$1.20
\$ 21,447,432	\$ 19,805,794	\$ 13,649,746	\$ 13,667,920	\$ 10,167,403	\$ 9,077,674
\$ 7,805,263	\$ 2,886,627	\$ 2,114,897	\$ 1,479,264	\$ 1,436,453	\$ 3,231,676
\$ 2,394,627	\$ 1,512,018	\$ 1,568,255	\$ 1,225,646	\$ 1,282,902	\$ 1,234,190
4,859	5,251	4,590	4,200	4,150	4,100
4,860	4,998	5,130	5,104	3,940	3,984
722,254	711,475	698,775	698,775	482,775	482,775
\$27.86	\$26.23	\$22.03	\$25.97	\$27.27	\$25.07

Consolidated Balance Sheet

as at December 31, 1961 (with comparative figures for 1960)

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Current Assets	1961	1960
Cash	386,626	376,294
Government and government guaranteed bonds — at cost		
(quoted market value \$605,000)	659,766	659,766
Accounts receivable, less provision for doubtful accounts	18,864,831	20,516,662
Inventories — at the lower of cost or market	21,781,205	21,897,166
Prepaid expenses	394,568	305,764
Total current assets	42,086,996	43,755,652
Investment in Other Companies		
Shares — at cost	819,920	786,200
Fixed Assets		
Property, plant and equipment — at cost	43,395,247	41,963,402
Accumulated depreciation	25,347,584	23,293,412
	18,047,663	18,669,990
Unamortized Debenture Discount	312,994	335,822
Approved on hehalf of the Provide	\$61,267,573	\$63,547,664
Approved on behalf of the Board		
H. J. Lang Ross Clarkson Directors		

Liabilities

Current Liabilities	1961	1960
Bank advances	12,448,649	14,017,666
Accounts payable and accrued expenses	10,232,806	10,355,270
Dividends payable	247,896	247,896
Income taxes	750,957 845,000	605,831 945,000
Funded debt maturing within one year	845,000	945,000
Total current liabilities	24,525,308	26,171,663
Funded Debt — not maturing within one year (see schedule)	9,627,000	11,321,500
Minority Interest —		
preferred shares of a subsidiary company		99,840
Total liabilities	34,152,308	37,593,003
SHAREHOLDERS' EQUITY		
Preferred Shares		
Authorized — 100,000 preferred shares of \$100 par value		
Issued and fully paid —		
42,755 41/4% cumulative convertible redeemable preferred shares		
1956 series	4,275,500	4,275,500
Common Shares		
Authorized —		
2,000,000 common shares of \$10 par value		
Issued and fully paid — 809,874 common shares (see note)	8,098,740	8,098,740
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Retained Earnings	14,741,025	13,580,421
	27,115,265	25,954,661
	\$61,267,573	\$63,547,664
Note: The company has reserved 128,265 common shares for issuance		

Note: The company has reserved 128,265 common shares for issuance against the exercise of the conversion privilege of the 4¼% cumulative convertible redeemable preferred shares 1956 series.

Consolidated Statement of Earnings For the year ended December 31, 1961 (with comparative figures for 1960)

	1961	1960
Sales	\$100,801,000	\$101,346,000
Profit from Operations,		
before the following	6,920,614	6,857,105
Remuneration of executive officers	365,158	354,450
Directors' fees	18,600	19,600
Legal fees	68,636	42,832
Interest on funded debt	645,604	730,030
Amortization of debenture discount	25,458	29,396
Depreciation of property, plant and equipment	2,613,399	2,266,468
	3,736,855	3,442,776
	3,183,759	3,414,329
Other Income		
Income from investments	173,244	51,514
Profit on disposal of fixed assets	32,231	_
	3,389,234	3,465,843
Provision for Income Taxes (see note)	1,235,000	1,724,587
	2,154,234	1,741,256
Minority Interest — Preferred dividends paid by a subsidiary company	2,047	4,992
Net Earnings for the Year	\$2,152,187	\$1,736,264
Note: In 1961 the application of a prior year's loss of a subsidiary company has resulted in a reduction of \$450,000 in the provision for income taxes.		

Consolidated Statement of Retained Earnings

For the year ended December 31, 1961 (with comparative figures for 1960)

	1961	1960
Balance at Beginning of Year	13,580,421	12,936,974
Net earnings for the year	2,152,187	1,736,264
	15,732,608	14,673,238
Dividends — On 4¼% preferred shares	181,709 809,874	181,709 911,108
	991,583	1,092,817
Balance at End of Year	\$14,741,025	\$13,580,421
Balance at End of Year	\$14,741,025	\$13,580,421

Canada Iron

FOUNDRIES, LIMITED

Schedule of Funded Debt

As at December 31, 1961 (with comparative figures for 1960)

Canada Iron Foundries, Limited	1961		1960
4¾% Sinking fund debentures, series "A", due December 15, 1965 Sinking fund requirements — \$400,000 on December 15, 1961 to 1964	3,500,000		
Redeemed to date	400,000	3,100,000	3,500,000
5¾% Sinking fund debentures, series "B", due April 15, 1969 Sinking fund requirements — \$70,000 on April 15, 1958 to 1965, \$272,000 on April 15, 1966 to 1968	1,652,000		
Redeemed to date	280,000	1,372,000	1,442,000
6¼% Sinking fund debentures, series "C", due October 15, 1977 Sinking fund requirements — \$375,000 on October 15, 1958 to 1976	7,500,000		
Redeemed to date	1,500,000	6,000,000	6,374,500
		10,472,000	11,316,500
Western Bridge and Steel Fabricators Limited			
5½% Serial debentures, due \$100,000 on January 31, 1961 to 1969 \$50,000 on January 31, 1970	950,000		
Redeemed during the year	950,000		950,000
		\$10,472,000	\$12,266,500
Funded Debt			
Maturing within one year		845,000	945,000
Not maturing within one year		9,627,000	11,321,500
		\$10,472,000	\$12,266,500

Organization and Products

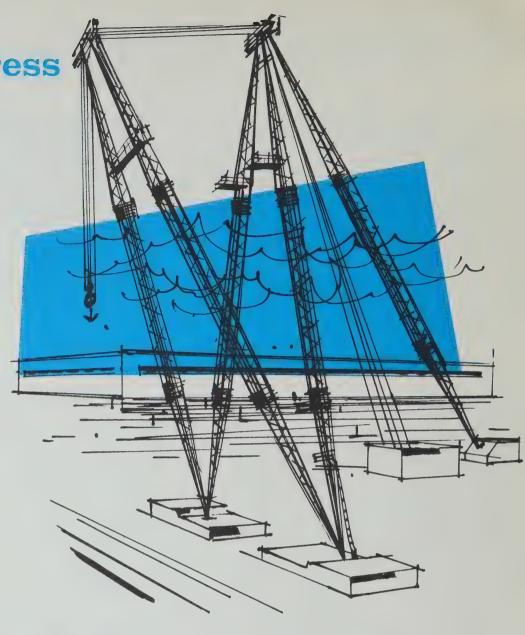
Divisions	Offices & Plants	Principal Products	Markets
Dominion Structural Steel	Main Office: 6894 Clanranald Ave., Montreal, Que. Sales Offices and Plants: Dartmouth, N.S.; Montreal, Que.; Rexdale (Toronto), Ottawa, Ont. Sales Office: Quebec, Que.	Structural steel and bridges, steel joists, reinforcing steel, warehouse steel, cranes, transmission towers, pre-engineered steel buildings, hydraulic structures.	Construction industry, general industry.
Foundry	Main Office: 921 Sun Life Bldg. Montreal, Que. Sales Offices: Montreal, Quebec City, Que.; Toronto, Ont.; Vancouver, B.C. Plants: Toronto, Hamilton (2), St. Thomas, Ont.; St. Boniface, Man.	Ingot moulds, cast iron railway wheels, gray iron and alloy iron castings, industrial wheels, brakeshoes.	Primary and secondary industry.
Mechanical	Main Office: 921 Sun Life Bldg., Montreal, Que. Sales Offices: Montreal, Quebec City, Que.; Toronto, Ont.; Calgary, Alta.; Vancouver, B.C. Plant: Trois Rivières, Que.	Steel mill equipment, pulp and paper machinery, general machinery, Walworth valves, sheet metal-working machinery, gear products, rubber and plastics machinery, Minster presses.	Primary and secondary industry.
Municipal Products	Main Office: 921 Sun Life Bldg., Montreal, Que. Sales Offices: Montreal, Quebec City, Que.; Toronto, Ont.; Vancouver, B.C. Plants: Trois Rivières, Que.; Toronto, Ont.	Cast iron pipe and fittings, Ductile iron pipe, municipal castings, hydrants, sluice gates.	Municipalities, utilities, secondary industry.
Pressure Pipe	Main Office: 6905 Clanranald Ave., Montreal, Que. Sales Offices and Plants: Montreal, Que.; Rexdale (Toronto) Ont.	Concrete pressure pipe, sewer and culvert pipe, concrete blocks, masonry units, glazed faced blocks and bricks, prestressed concrete structural shapes.	Municipalities, construction industry.
Tamper	Main Office: 160 St. Joseph Blvd., Lachine, Que. Sales Offices: New Glasgow, N.S.: Montreal, Que.; Scarborough, Ont.; Winnipeg, Man.; Calgary, Edmonton, Alta.; Vancouver, B.C. Plant: Lachine, Que.	Electric motors, rotary electrical equipment, railway track maintenance equipment.	Transportation, general industry.
Western Bridge	Main Office: 145 West First Ave., Vancouver, B.C. Sales Offices and Plants: Vancouver, B.C.; Calgary, Edmonton, Alta.; St. Boniface, Man.	Structural steel and bridges, steel joists, re- inforcing steel, warehouse steel, cranes, transmission towers, pre-engineered steel buildings, hydraulic structures, galvanizing.	Construction industry, general industry.
Sales Agen	cy Companies		
Railway & Power Engineering Corporation, Limited.	Head Office: 3745 St. James St., W., Montreal. Sales Offices and Warehouses: New Glasgow, N.S.; Quebec, Montreal, Noranda, Que.; Ottawa, Toronto, Hamilton, North Bay, Windsor, Sault Ste. Marie, Ont.; Winnipeg, Man.; Calgary, Edmonton, Alta.; Vancouver, B.C.	Electric motor control apparatus; instrumentation and electronic products; rail, bus, truck and aviation products; pumps; stainless steels; tube fittings; hydraulic hose, fittings and other components.	General industry, transportation, aerospace and defence, mining, municipalities.
M. Lovsted & Co (Canada) Limited	Head Office and Sales Office: 1726 West 5th Ave., Vancouver, B.C.	Railway car wheels, brakeshoes and allied equipment; material handling equipment, hydraulic valves, fittings, pumps, highway marking and detection devices.	Transportation, logging, mining and general industry.
Paper Machinery Limited	Head Office and Sales Office: 320 Dominion Square Bldg., Montreal, Que.	Kamyr pulp mill processing equipment; several additional lines of pulp and paper mill equipment.	Pulp and paper industry.

Work in Progress

Canada Iron divisions and subsidiaries are presently engaged in some of the most interesting projects on which they have worked in many years.

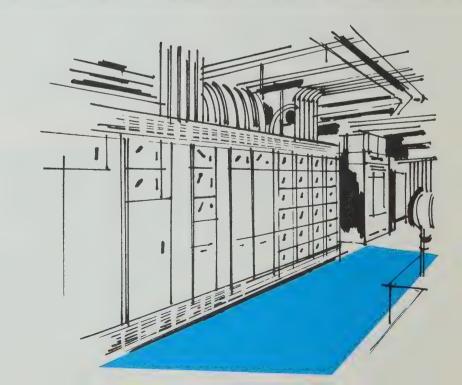
Dominion Structural Steel Division

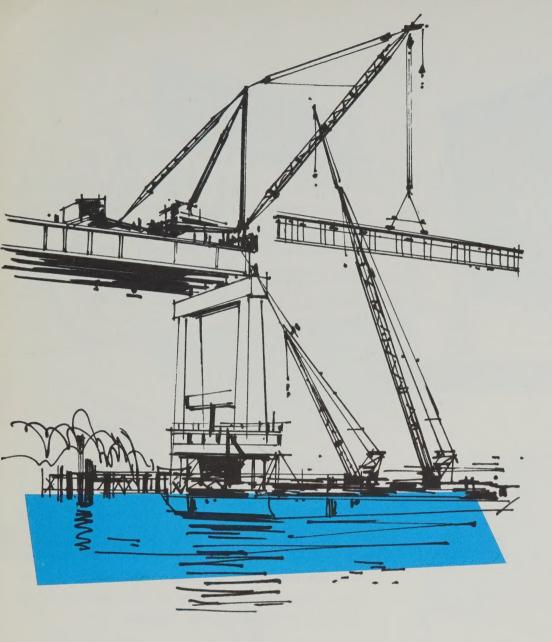
Three fabricating and erecting projects are currently highlighting this division's activity. A 300-ton Dockside Crane for Toronto Harbour Commission is scheduled to be completed this April; 10,000 tons of structural steel are being fabricated and erected for the Pelletizing and Induration Plant of the Iron Ore Company of Canada at Carol Lake, Newfoundland, and a further 4,500 tons for an electric power steam plant at Tracy, Que.



Railway & Power Engineering Corporation, Limited

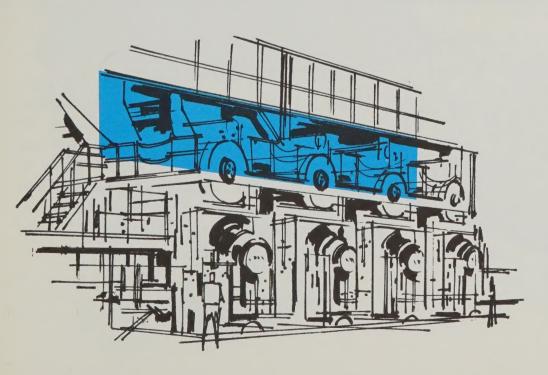
A considerable volume of Canadian Controllers Limited electric motor control apparatus is being supplied by Railway & Power for the National Harbours Board. In addition, Railway & Power's Aviation Division has recently booked orders for a substantial number of Lear All-Altitude Flight Director Indicators, and Safe Flight Precision Stall Warning and Speed Control Indicator Systems.





Western Bridge Division

The north and south approaches to the British Columbia Department of Highways bridge, crossing the Fraser River at Port Mann, are being fabricated and erected by this division. Western Bridge is also constructing a number of other bridges and structures in the province of British Columbia.



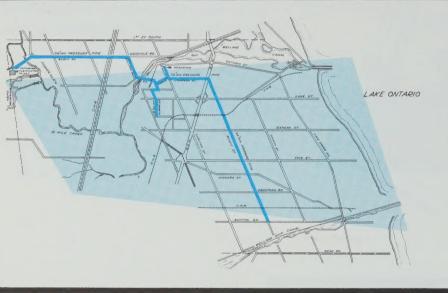
Mechanical Division

A substantial volume of heavy mill equipment is now in production for Canadian steel producers, among which are The Steel Company of Canada, Algoma Steel Corporation, and Dominion Foundries & Steel Limited. Other major work in progress includes dryers for the paper industry, and metalworking machinery.



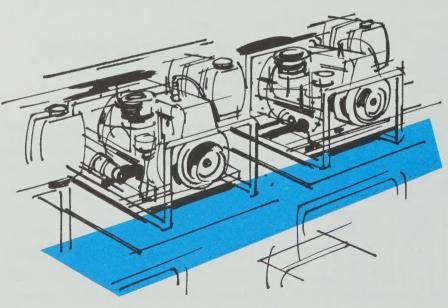
Foundry Division

A contract has been awarded to produce 17,000 cast iron segments, totalling more than 7,200 tons, to form the tunnel lining for a section of Toronto's Bloor-Danforth-University subway. The linings are being produced at the Foundry Division's Eastern Avenue Plant, Toronto.



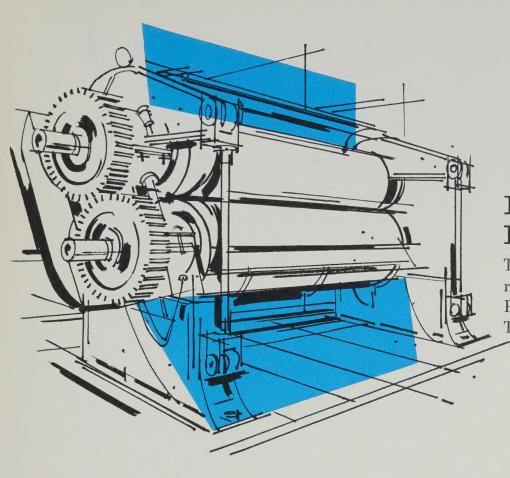
Pressure Pipe Division

Among many installations, more than 15 miles of HYPRESCON concrete pressure pipe are being installed this spring in two municipalities. Ranging in diameter from 18" to 36", 9 miles are being used for the Westerly Feeder Main in St. Catharines, Ont. Also, 6.4 miles of this pipe are being installed at Seven Islands, Quebec.



Tamper Division

There is a very encouraging number of orders on hand for both electrical and railway products. Of interest, is an order for 2,500 portable 1500 watt generator units, currently being built for use in Civil Defence. Also in production are a considerable number of units of railway track maintenance equipment, for delivery to railroads in Canada, the U.S.A. and for export.



Paper Machinery Limited

Three large P.M.L.-Kamyr wet machines, with related equipment, are being built for Gulf Pulp & Paper Co. at Canada Iron's plant in Trois Rivières.



Municipal Products Division

For this time of year, the order backlog is considerably higher than for several years; including orders for cast iron pipe, fittings, sluice gates and our new compression hydrant. Prospects are encouraging for the balance of the year. A recent development, has been our introduction in Canada of Ductile Iron Pipe, for which we feel a wide potential market exists.

